

2018-2022 Burlington's Plan

FROM VISION TO FOCUS



Mayor's Message



There are many new faces around the table at City Council and I'm excited and proud of what we are committing to accomplish for the people of Burlington over the coming four years.

The City's long-term 25-year strategic plan reflects many of the priorities we identified in our respective campaign platforms. The plan will continue to evolve as our city changes, and our new council responds with new ideas. We

are also committed to taking action in our four-year term to begin to implement the plan, where it aligns with our collective vision for Burlington.

That is why we have created a four-year work plan: to focus on what actions we can take in this term of council to deliver on the commitments we made during our respective election campaigns, many of which are captured in the strategic plan. The good news is that there is already a high degree of alignment among our individual campaign platforms, and with the elements in the 25-year Strategic Plan. This will allow us to hit the ground running with actions that benefit our residents.

The citizens of our community voted for change in the last election. They told us on the campaign trail, and through their votes, that they wanted to see limits to overdevelopment and intensification, better traffic management, protection of our green spaces, and more respect and civility at City Hall.

In the short time we've been privileged to serve you, we have implemented an Interim Control Bylaw to pause development in our downtown core and around the Burlington Go Station to better evaluate the long-term vision we have for growth in this area and ensure it represents the wants and needs of our community. We launched the Roseland Private Tree Bylaw to help protect and preserve the tree canopy in one of the oldest parts of our city. We passed motions at City Council to make it clear to the Provincial Government that we would not support development in our greenbelt, and that we are opposed to

amalgamation with neighbouring municipalities. We debated the hot topic of allowing retail cannabis stores to operate in our city and voted how our constituents asked us to, with respectful debate as we reached a final decision together.

We launched the Red Tape Red Carpet Task Force to bring together business owners across all industries to identify obstacles to relocation and growth here in Burlington, and work together to remove them. We worked together to pass a new budget that provided the lowest tax increase for our residents in 8 years while still adding new services that add value to our city.

Most importantly, we have prioritized connecting with our constituents and making sure everyone feels that their voice matters. We attend community fundraisers, local sporting events, flag raisings and proclamations, new business openings and school tours, and meet 1 on 1 with constituents every day to help engage people from every corner of our city.

Our vision for the next four years is to continue on this very path. We will focus on key priorities like the environment and climate change, transit, and the health and well-being of our residents and businesses. We'll deliver the customer service levels you deserve and ensure every voice in our community is heard and valued. We'll do it all while operating with integrity, transparency and respect in everything we do.

Burlington is an amazing city, and we look forward to supporting its ongoing success and evolution... together.

- Mayor Marianne Meed Ward

A Commitment From Our Leaders – We Will...

The City of Burlington is a place where people, nature and business thrive. Burlington Council and the Burlington Leadership Team will work towards common objectives in partnership with our community to address our changing city and contribute to the quality of life for residents.

This 2018 to 2022 Plan: From Vision to Focus is our corporate work plan that prioritizes key strategic directions from Burlington's long-term 25-year Strategic Plan and detail key goals and strategic actions required to move these priorities forward during this term of Council. It is important to note that some initiatives identified in this plan may go beyond the 4-year term and will be carried over into future years for continued implementation.

Together, we will build on the vision from the 25-year plan and focus in on the specific initiatives and actions that bring us closer to achieving the vision; A City that Grows, A City that Moves, A Healthy and Greener City and An Engaging City. To make that happen, this plan takes into consideration the wide range of programs and 39 City Services delivered to the community and the commitment we have in delivering trusted, effective and efficient services to everyone.

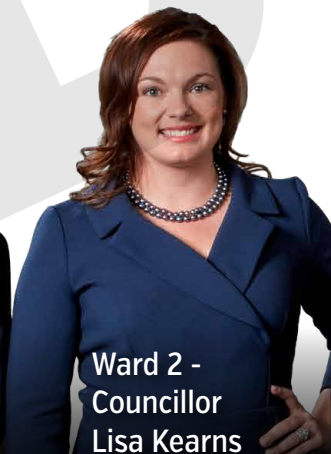
A series of joint workshops and engagements were held with the 2018-2022 Burlington Council and the Burlington Leadership Team to reconfirm the specific focus areas and define goals and actions required to execute on the plan.

We will align resources to ensure we make progress in these focus areas:

1. Increasing economic prosperity and community responsive city growth
2. Improving integrated city mobility
3. Supporting sustainable infrastructure and a resilient environment
4. Building more citizen engagement, community health and culture
5. Delivering customer centric services with a focus on efficiency and technology transformation

We will share regular updates on the implementation and progress of the plan with the citizens of Burlington. We will let our community know our achievements and progress on the 2018 to 2022 Burlington Plan: From Vision to Focus that helps realize our long-term vision for the City of Burlington.

Together we commit.



Our Organization's Values

At the City of Burlington trust, respect, honesty and integrity are considered foundational values of our organization. All employees will not only promote and live these values, they will also receive them in return.

Our organizational values express what is important to us and will guide our behaviour and how we work together.



We take pride
in serving our
community



We take care
of each other



We are all
important

We have the
opportunity to
continuously
learn and grow



Together,
we do
great things

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About the Plan

Our Focus 2018-2022

- Increasing economic prosperity and community responsive city growth.
- Improving integrated city mobility.
- Supporting sustainable infrastructure and resilient environment.
- Building more citizen engagement, community health and culture.
- Delivering customer centric services with a focus on efficiency and technology transformation.

Our Vision 2040+

Where People, Nature and Business Thrive

- **A City that Grows**
- **A City that Moves**
- **A Healthy and Greener City**
- **An Engaged City**

Building the Vision



City Services



Public Safety

- Animal Control
- Emergency Management
- Fire Emergency Response
- Fire 911 Communication
- Fire Prevention and Public Education
- Halton Court Services
- Municipal Law Enforcement and Licensing



Maintenance

- Cemetery
- Environment and Energy
- Parks and Open Space Maintenance
- Road and Sidewalk Maintenance
- Surface Water Drainage
- Tree Management



Roads and Transportation

- Parking Management
- Roads and Structures - Design and Construction
- Specialized Transit
- Traffic Operations Management
- Transit
- Transportation Planning



Leisure

- Arts and Culture
- Organized Sport Support
- Recreation



Design and Build

- Building Code Permits and Inspection
- Community Design and Development Review
- Facilities and Buildings-Design and Construction
- Parks and Open Space-Design and Development



Customer Relations and Citizen Representation

- Council and Citizen Committee
- Service Burlington



Internal Support and Administration

- Asset Management
- Corporate Legal
- Corporate Management
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Internal Audit
- Sign Production
- Strategic Communications and Government Relations

Corporate Alignment and Accountability

Burlington's 2015-2040 Strategic Plan is a long-term vision for the future. It is a framework for critical decision-making and guide to how we manage our resources today to position Burlington for the future. It is the result of a year of engagement that included residents, businesses, community groups, city employees and members of Burlington City Council.

This 2018-2022 Burlington's Plan: From Vision to Focus document is the corporate work plan for the term of Council to align with the long-term vision of the 25-year Strategic Plan.

Burlington's corporate alignment and accountability is built on Service Management (see page 7) and Results-Based Accountability Frameworks. A Results Based Accountability Framework takes into consideration two types of accountability:

- Community Measurement Results
- Performance Measurement Results.



Community Measurement Results

Community Result Area	A condition of well-being for a selected population/community.
Community Indicator	A measure that helps quantify the achievement of a community result area. Multiple partners are involved with improving the results of community indicators. Community indicators are important to monitor over time and are part of the long range 25-year plan for Burlington.

Performance Measurement Results

Performance Measure	A direct measurement of the performance of city service delivery. These measures are captured in strategic plans, master plans, corporate plans and service business plans.
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How To Read The Plan

This document is divided into 5 focus areas which are aligned to the 25-year Strategic Plan and the delivery of city services to the community.



Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth



Focus Area 2 - Improving Integrated City Mobility



Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment



Focus Area 4 - Building More Citizen Engagement, Community Health and Culture



Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

When reading through each of the focus areas, there are goals outlined for each with key actions that will be executed within the 4-year term of Council. There are success indicators [e.g. key performance indicators or progress expectations] identified for the goal area. Each has been defined below. In addition, a supplementary “Action Plan at A Glance” summary has been provided with a Council report to identify proposed target completion dates and lead roles for the actions. This summary focuses on actions that are major studies, master plans, strategies and reports that are time sensitive and are essential to the progress of the **2018-2022 Burlington Plan: From Vision to Focus**. These actions are highlighted and placed first in the column of this document.

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
These are specific goals that will be accomplished.	These are the actions, projects or initiatives to be accomplished within the 4-year term of Council to either maintain, change or advance the situation, circumstances or behaviours.	These are measures of how well a service, circumstance, situation or behaviors are working to contribute to our community well-being. These measures can also answer the question “How will we know we have reached the intended progress or completion?”.



Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Economic prosperity with our commitment to...</p> <ol style="list-style-type: none">1. Supporting and maintaining a diverse economy in small business, commercial, industrial, and office sectors2. Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)3. Increasing options for employment opportunities in Burlington	<ul style="list-style-type: none">• Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment• Work with Burlington Economic Development Corporation to create and implement strategies to focus on:<ul style="list-style-type: none">• Creating jobs and achieving long term economic vision for the City of Burlington• Reducing commercial and industrial office vacancies and reducing barriers in attracting businesses• Developing attraction and retention strategies for knowledge-based/technology-intensive industries• Developing and implement a Retail Strategy• Supporting small business and tech incubators• Assess the use of one or more Community Improvement Plans including options for incentive programs for business development• Remove constraints on availability of employment lands• Develop a plan to activate key parcels of vacant employment lands and facilitate vacant employment lands being shovel ready.	<ul style="list-style-type: none">• Increase employment by 1,000 jobs per year• Maintain or increase the non-residential to residential tax ratio• Reduce or maintain the commercial vacancy rates• Increase the growth of business (total and by sector)• Increase the percentage of residents working and living in Burlington• Higher ratio of knowledge-based/technology-intensive business to manufacturing business• Increase available employment lands to 50 hectares• Attract 10 companies per year to Burlington• Have 400,000 square feet of office and commercial space leased annually• Increase the industrial supply



Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Responsible city growth management with our commitment to...</p> <ol style="list-style-type: none">1. Increasing options for housing in Burlington2. Increasing options for learning institutions3. Maintaining and continually developing a safe city	<ul style="list-style-type: none">• Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study• Define Burlington's expectations for population and jobs to 2041 as part of the Halton Region's Municipal Comprehensive Review• Complete the area specific plans for Mobility Hubs• Complete the City's Housing Strategy and implement the plan to address the needs related to young families, seniors housing, affordable housing, special needs housing, and newcomers.• Develop a Fire Master Plan to support the growth and change within the city• Initiate the Zoning By-Law Review• Start the process of reviewing the next Official Plan• Develop a strategy and implementation plan to attract a post-secondary education institution(s) [e.g. university, college, and technical institute] primary or secondary campus	<ul style="list-style-type: none">• Increase housing units annually [city wide]• An updated Council and Halton Region approved Official Plan is in force and effect• Provide input to the Halton Region's Integrated Growth Management Study process• Complete the Fire Master Plan, The Zoning By-Law, The Housing Strategy and the plan for attracting a post-secondary education institution and ensure the implementation plans are in progress



Focus Area 2 - Improving Integrated City Mobility

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Integrated city mobility with our commitment to...</p> <ol style="list-style-type: none"> 1. Improving traffic flow 2. Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets 3. Increasing Burlington Transit service levels and growing overall ridership 4. Improving the transit modal split 5. Improving access to Burlington Transit service 	<ul style="list-style-type: none"> • Complete the Integrated Mobility Plan and implementation schedule • Review snow clearing service levels for all mobility modes (e.g. trails, sidewalks, bike lanes and roads) before the 2020 budget • Complete the Burlington Transit 5 Year Business Plan • Complete the Rural Active Transportation Strategy and implementation schedule • In collaboration with Halton Region complete the QEW Prosperity Corridor Study and implement recommendations • Use new technology and street design to reduce congestion and increase traffic flow • Develop annual transit service plans to implement a frequent grid-based network • Assess an alternative method of transit service delivery to move people more efficiently during off peak times • Continue to review, develop and deliver incentive programs to encourage transit ridership <ul style="list-style-type: none"> • Provide free transit for SPLIT Pass Program participants • Provide free transit service pilot program for seniors (65+) during off peak hours • Assess and implement changes to increase connectivity of transportation modes and options • Assess and implement changes to improve the state of good repair on all mobility modes • Assess the feasibility of bike sharing opportunities and costing before the 2020 budget 	<ul style="list-style-type: none"> • Increase transit ridership • Increase modal split between car use and active transportation/transit • Improve travel times and recovery from QEW spillover incidents • Reduce the average household per day car trips from 10 to 8 • Complete the Burlington Transit 5 Year Business Plan, The Integrated Mobility Plan, The QEW Prosperity Plan and the Rural Active Transportation Strategy and implementation of actions are underway. • Decrease the number of fatalities and serious injuries on streets in Burlington



Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Responsible and sustainable Infrastructure with our commitment to...</p> <ol style="list-style-type: none">1. Including citizen engagement; to be responsive to citizens needs in infrastructure and new infrastructure growth2. Ensuring growth is financially sustainable and pays for new infrastructure3. Reducing the infrastructure funding gap for all city owned assets	<ul style="list-style-type: none">• Implement the Asset Management Financial Strategy and update the Asset Management Plan• Update the development charges Background Study and By-law• Increase advocacy with other levels of government• Develop partnerships to assist with revenue generation to support infrastructure	<ul style="list-style-type: none">• Decrease the City's infrastructure funding gap• Complete the development charges Background Study and By-law• Increase revenue opportunities to support infrastructure• Complete the update to the Asset Management Plan and Financial Strategy

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Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>A more resilient environment with our commitment to...</p> <ol style="list-style-type: none">1. Delivering on carbon neutral initiatives2. Increasing the use of sustainable development materials3. Protecting and enhancing the city's creeks, streams and waterfront4. Increasing the tree canopy city wide5. Maintaining the current urban/rural boundary	<ul style="list-style-type: none">• Develop Burlington's Climate Action Plan focused on reducing the community's greenhouse gas emissions• Develop Burlington's Climate Change Adaptation Plan• Review and update the Sustainable Building and Development Guidelines• Update the Corporate Energy Management Plan to recognize achievements and identify new initiatives for implementation• Update the Storm Water Management Plan while continuing to implement the current flood and storm management actions• Complete and implement the Urban Forestry Management Plan Update• Update the City's Green Fleet Strategy and develop an action plan to reduce the City's carbon footprint through alternative fuel sources• Use the results and outcomes of the Roseland Private Tree By-law Pilot to determine where tree by-laws are appropriate• Update the Community Energy Plan in partnership with key stakeholders to recognize achievements and identify new initiatives for implementation• Assess the Home Retrofit Program with key stakeholders• Use city growth as an opportunity to enhance creeks, streams and water quality	<ul style="list-style-type: none">• Reduce the greenhouse gas emissions from City operations• Increase the tree canopy percentage overall city-wide.• Reduce the community greenhouse gas emissions• Increase the percentage of City operated green vehicles and equipment• Complete the Climate Action Plan, the Climate Change Adaptation Plan, the Corporate Energy Management Plan, Urban Forestry Management Plan update and the Flood and Storm Water Management Plan with initiatives and actions underway



Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Healthier communities with our commitment to...</p> <ol style="list-style-type: none">1. To continue to maintain the number of residents who live within a 15-20 minute walk from parks or green spaces2. Building more parks associated with development in new growth areas across the city3. Focusing on the health and wellbeing of older adults4. Focusing on increasing recreational programming for our growing and diverse communities	<ul style="list-style-type: none">• Complete the Parks Master Plan update and implement new actions, while continuing to act on current parks initiatives• Complete a strategic review of the Joint Venture Policy• Complete a Recreation visionary framework of principles, goals and an operating model to align with the changing needs of recreation in the community ensuring the inclusion of demographics such as youth programming and newcomers to Burlington• Complete a Neighbourhood Development Strategy• Complete the priorities identified in the Community Trails Strategy• Advocate for the Greenbelt Plan at all opportunities to support the urban/rural boundary.• Explore partnerships to expand recreation and social participation for older adults including individuals facing isolation or other participation barriers• Ensure all new residential developments and renewal of City infrastructure provides quality amenity space in close proximity to meet the needs of the neighbourhood	<ul style="list-style-type: none">• Increase park and green space city wide• Increase length and connectivity of multi-use trails• Maintain the standard, that homes are within a 15-20 minute walk of a park• Increase programming opportunities for all ages by 2%• Ensure that recreation program participant satisfaction survey results are excellent• Increase in total number of participant visits to city recreation programs• Increase percentage of recreation facility utilization city-wide• Complete the Recreation Visionary Framework, Neighbourhood Strategy and Parks Master Plan update with initiatives and actions underway



Focus Area 4 - Building More Citizen Engagement, Community Health and Culture

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
Citizen Engagement with our commitment to... <ol style="list-style-type: none"> 1. Being a municipal leader in community engagement, collaboration and volunteerism 2. Improving satisfaction rates of City Services with all residents with an interest on connecting better with newcomers to Burlington 3. Improving citizen advocacy and satisfaction with Citizen's Advisory Committees, Standing Committees, and public meetings 4. Increasing advocacy to other levels of government to ensure Burlington's voice is heard 5. Improving community engagement with diverse communities 	<ul style="list-style-type: none"> • Conduct a review of citizen committees including structure and format. Through this review, consider alternative methods of engaging the community on subject matters other than just the traditional citizen committee format • Create and implement a strategy for advocacy with senior levels of government • Initiate and implement a Corporate Volunteer Strategy based on recommendations from the Mohawk Future Ready Leadership Team to create a simple and seamless system for residents to volunteer their time with the city • Implement the recommendations of the Welcome to Burlington for Newcomers project from the Mohawk Future Ready Leadership Team • Employ a range of communication and engagement tactics to ensure citizen engagement represents all residents while also focusing on diverse demographic groups and communities • Provide different opportunities for residents to engage and contribute to the decision-making process, whether it be in-person, online, telephone or other means 	<ul style="list-style-type: none"> • Increase Burlington newcomer's satisfaction rates with City Services • Increase the number of residents using the City's online engagement tool getinvolvedburlington.ca by 10% each year • Increase in the number of volunteers supporting City Service delivery • Increase the satisfaction rating of volunteers • Recognition as a municipal leader in public engagement • Complete the Citizen Advisory Committees Review, strategy for senior levels of government and a Corporate Volunteer Strategy with initiatives and actions underway
Community Building through Arts and Culture with our commitment to... <ol style="list-style-type: none"> 1. Increasing our commitment to arts and culture to be a welcoming city 	<ul style="list-style-type: none"> • Burlington will become a member of the Intercultural Cities Programme and do the work necessary to apply the principles in our policies and practices • Review City policies with an intercultural lens and develop intercultural strategies to broaden Burlington's inclusivity 	<ul style="list-style-type: none"> • Increase the opportunities for participation in Arts and Culture events and programs city wide



Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>Greater organizational effectiveness and technology transformation with our commitment to...</p> <ol style="list-style-type: none">1. Ensuring that strategic initiatives and corporate projects are resourced and sustained2. Ensuring efficient, effective and economical service delivery3. Enhancing City services and delivery of citizen self-service options through technology4. Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services5. Delivering on efficient and effective project management and accountable corporate performance	<ul style="list-style-type: none">• Complete the functional realignment of the City Manager's office• Initiate a corporate-wide service review program• Deliver on time, on budget and achieve realized benefits for major corporate technology projects Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), Maintenance Management System (MMS), Business Intelligence (BI) and an upgraded case management development application system• Continue implementation of the Corporate IT Strategy• Engage council and management to review and improve the city's budgeting processes• Assess the feasibility of multi-year budgeting• Develop corporate performance measures and a citizen dashboard to communicate the progress of the corporate workplan• Develop a monitoring, tracking and reporting process for corporate continuous improvement and major corporate initiatives• Undertake and implement the recommendations of the 2019 BMA Municipal Financial Health Report	<ul style="list-style-type: none">• Complete strategic initiatives and major corporate projects on schedule and on budget 90% of the time• Increase the percentage of corporate project outcomes being achieved• Increase citizen digital service use• Invest in technology transformation projects• Invest dollars in IT asset renewal• Reduce the percentage of legacy systems use• Increase the rate of conversion to automated customer service processes• Invest (time/money) in IT as a percentage of overall budget• Balance the ratio of funding invested for business improvements to funding invested in complete business transformation• Increase the tax rate at the rate of inflation (excluding infrastructure and increase in services)



Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
<p>A customer centric service delivery approach with our commitment to...</p> <ol style="list-style-type: none">1. Increasing community and customer input into how the city delivers services2. Enhancing and emphasizing a customer first approach in all city service areas	<ul style="list-style-type: none">• Conduct a community-wide survey every three years, starting in fall 2019 to determine if residents feel they are being engaged and are part of the City's decision-making process• Implementation of a one stop customer service counter for the Department of City Building• Develop and implement online/automated submissions, processing and approvals of development applications• Communicate and engage staff and customers in the implementation of the "Launch and Cultivate" phases of the Service Brilliance Corporate Customer Service Strategy Actions, including:<ul style="list-style-type: none">• Identify and deliver convenient community-based service options• Establish innovative techniques, process, locations and technology for connecting with customers and delivering service options	<ul style="list-style-type: none">• Increase the community satisfaction with City services• Increase the percentage of residents providing input and feedback per year• Complete the City of Burlington's Community Survey action plans create to address gaps and needed improvements



Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

We will achieve...	We will need to execute on these key actions...	We will know we are successful when...
A 21st century workplace with our commitment to... <ol style="list-style-type: none">1. Developing employees to fill management vacancies from within2. Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area3. Increasing employee engagement and workplace culture scores4. Diversifying the employee demographics that participate in engagement activities	<ul style="list-style-type: none">• Complete the assessment of salary competitiveness and implement recommendations• Complete and implement a diversity and inclusivity strategy for Burlington as an employer• Invest in employee development through succession management programs and employee development initiatives• Strengthen recruitment channels to ensure a positive candidate experience and improve inclusivity• Conduct employee surveys to measure staff engagement and staff awareness of City goals and objectives• Employ a range of communication and engagement tactics to attract diverse demographics	<ul style="list-style-type: none">• Decrease voluntary turnovers• Decrease in the percentage of difficult to attract positions in the City• Increase the number of people leader positions filled internally• Improve culture survey scores• Increase percentage of employees participating in the succession management program and participating in employee development initiatives• Overall employee engagement scores measured, and improvement targets set corporately and for each department• Complete the Salary Assessment Review and the diversity and inclusivity strategy with initiatives and actions underway

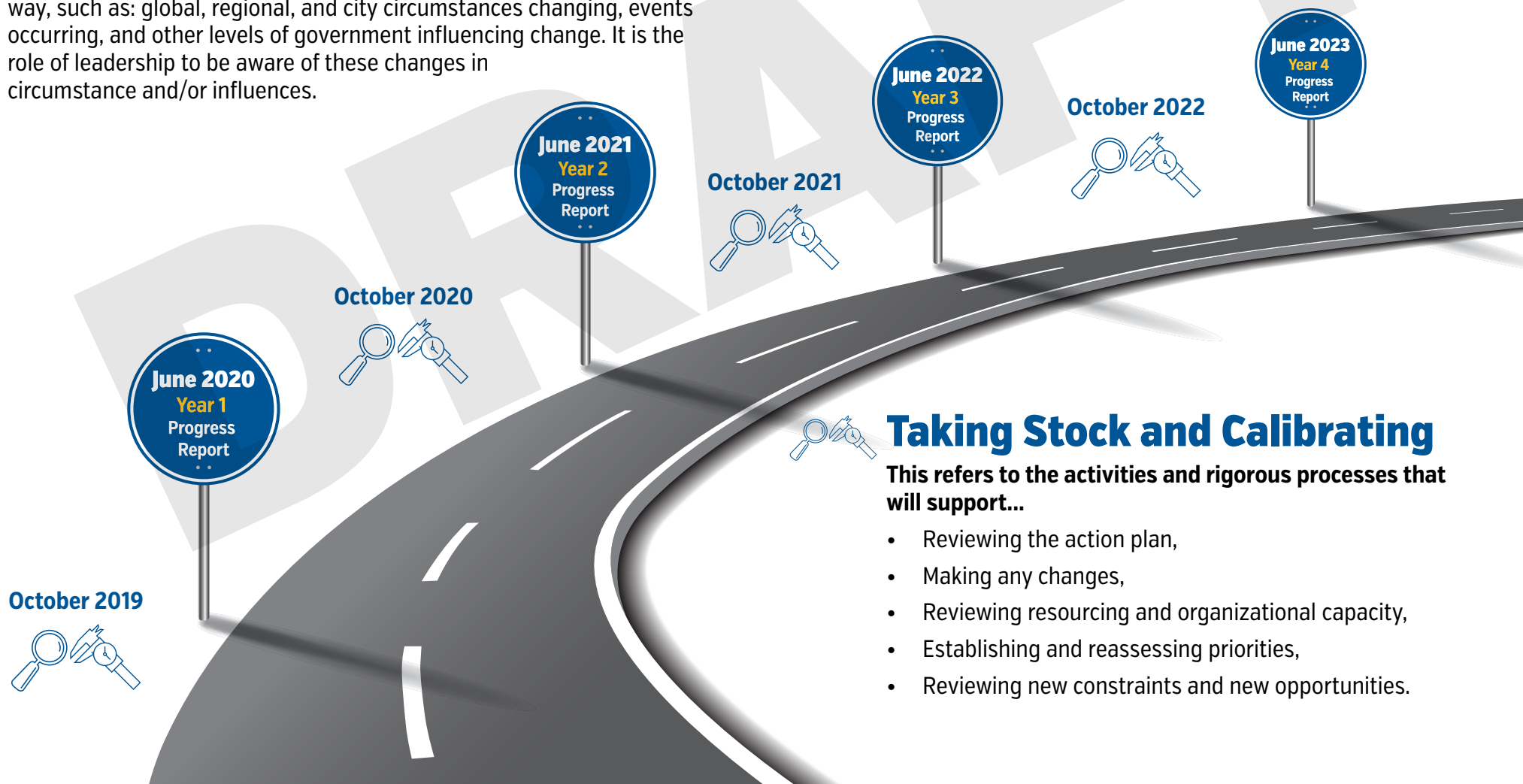
Monitoring, Measuring and Reporting - The Road to Achieving Future Success

The monitoring, measuring and reporting processes take into consideration other business processes such as budgeting and service business planning. These activities are intended to support the organization to best understand the progress of the actions and outcomes of this 4-year plan. As mentioned previously, this plan is Council and Burlington Leadership's plan of action that will bring us closer towards achieving the long-term strategic plan vision.

2018-2022 Burlington's Plan: From Vision to Focus, is a living document. It will be monitored and reported to Burlington Council on a regular basis and progress evaluated and reviewed. There may be changes along the way, such as: global, regional, and city circumstances changing, events occurring, and other levels of government influencing change. It is the role of leadership to be aware of these changes in circumstance and/or influences.

These insights will help with decision-making and adjusting the plan. Therefore, annual progress reports at a minimum are imperative to the success of working towards the long-term vision.

This process will include a major strategic initiatives progress report that will occur at least once a year to Council and Leadership and an annual community report that will highlight key successes and accomplishments. Complementary to this process will be a citizen dashboard on the City's website that will communicate the progress in achieving the outlined goals.



Taking Stock and Calibrating

This refers to the activities and rigorous processes that will support...

- Reviewing the action plan,
- Making any changes,
- Reviewing resourcing and organizational capacity,
- Establishing and reassessing priorities,
- Reviewing new constraints and new opportunities.

Progress on Burlington's Strategic Plan 2015-2040

Over the past 4 years there have been accomplishments in delivering initiatives that were identified in the 25-year long-term plan. Outlined below is a snapshot of some significant initiatives completed. As part of this 4-year plan, From Vision to Focus, we will continue to track progress and report to Council and the community on these accomplishments, in the time frames outlined on the previous page, "Monitoring, Measuring and Reporting".



Community Building Programs and Policies

Building programs and opportunities for our community to engage with our city was a focus and outlined in the 25-year long term Burlington Strategic Plan 4.2 Community Building through Arts and Culture via Community Activities. An Engaging City, "makes all residents feel welcomed and part of the cultural fabric of our city". Over the past 4 years the following actions have helped to increase Burlington's community engagement;

- Expanding the Public Arts Program through policies and programs such as art on private properties
- Supporting initiatives that empower community building at the neighbourhood level such as the Love my Hood community led events and the development of a community matching fund.
- Building community through Arts and Culture by reaching out to new and diverse communities in events such as the Burlington Performing Arts Centre Cultural and Diversity Festival; a new festival created as part of Culture Days that showcased over 25 performers from Burlington.



Launch of TechPlace

TechPlace was the creation and launch of a system and place that supports the startup and growth of businesses, innovation hubs and entrepreneurship to promote economic growth [Burlington Strategic Plan 1.1 Promoting Economic Growth].

A Burlington Economic Development Corporation led initiative opened the doors to businesses with the intent to help technology, talent and ideation come together under one roof.

Anchored by two co-location partners, Haltech and Angel One Investor Network, TechPlace provides tech companies (both new and growing) with access to space, resources, programming and mentorship through a growing partnership network and by creating an environment that's focused on generating opportunities for networking and growth.



A Code of Good Governance

In April of 2018, The City of Burlington Council Code of Good Governance was established and approved by Council. The Code of Good Governance is designed to achieve excellence in governance and promote public trust and confidence in Council and the City. [Burlington's Strategic Plan 2015-2040, An Engaging City: 4.1 Good Governance].

The City of Burlington's Council Code of Good Governance serves four main purposes:

1. To set out, in manner that is aspirational and proactive, clear expectations of the governance behaviour of members of Council
2. To provide clarity to the public as to the behaviour they can expect from members of Council, and the governance responsibilities that go beyond those in the Municipal Act.
3. To provide guidance to members of Council in the conduct of their duties as elected officials.
4. To provide a mechanism for responding to alleged breaches of elements of the Code.

With the Code of Good Governance, the City of Burlington has set the tone for positive behaviours, expected conduct and reinforces Burlington's governmental responsibility and accountabilities to the community.



An Age-Friendly Strategy

An Age-Friendly strategy for seniors was identified in Burlington's Strategic Plan 2015-2040 [A City that Grows: 1.3 Focused Population Growth]. Burlington's Active Aging Plan [BAAP] was developed and adopted by the Council and Burlington staff in. This strategy includes plans and actions that promote health, recreation and transportation needs.

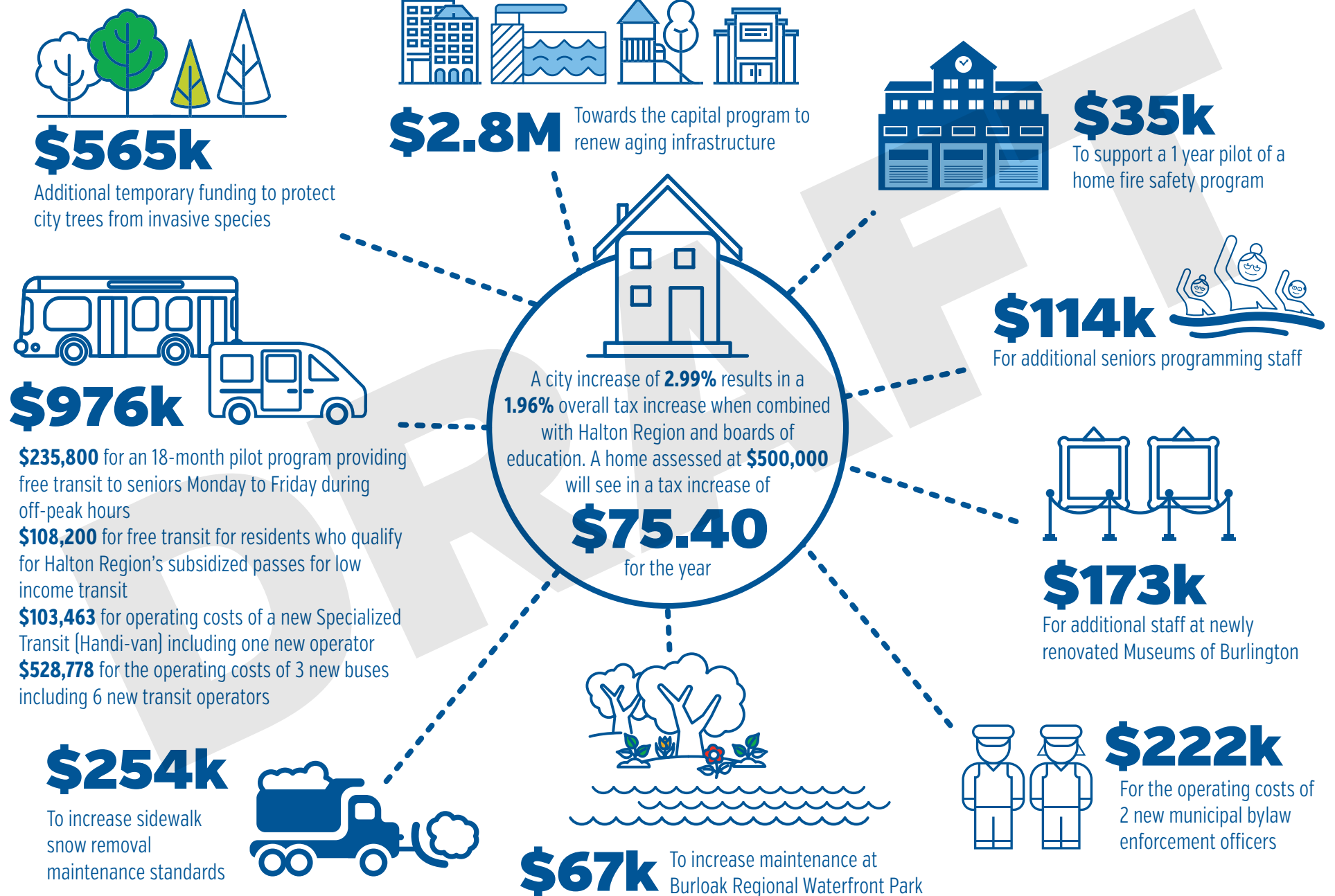
The Burlington Active Aging Plan represents a response to the growing proportion of older adults in Burlington and concentrates on:

- Transportation and transit
- Outdoor spaces and buildings
- Social inclusion which includes respect and social participation
- Civic participation
- Communication and information

The BAAP is intended to foster an accessible and equitable community, where programs and services are in place to support the values of inclusion, respect, dignity, independence and diversity for Burlington residents of all ages.

Currently, the BAAP plan continues to be part of the ongoing actions implemented in daily operations and service delivery.

2019 Making Investments into the City's Future



2018-2022 Burlington's Plan Vision to Focus Summary of Goals to Achieve



Focus Area 1

Increasing Economic Prosperity and Community Responsive City Growth

Supporting and maintaining a diverse economy in small business, commercial, industrial, and office sectors

Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)

Increasing options for employment opportunities in Burlington

Increasing options for housing in Burlington

Increasing options for learning institutions

Maintaining and continually developing a safe city



Focus Area 2

Improving Integrated City Mobility

Improving traffic flow

Being a vision zero city that strives to create safe streets for all users and eliminates fatalities and serious injuries on streets

Increasing Burlington Transit service levels and growing overall ridership

Improving the transit modal split

Improving access to Burlington Transit service



Focus Area 3

Supporting Sustainable Infrastructure and a Resilient Environment

Including citizen engagement; to be responsive to citizens needs in infrastructure and new infrastructure growth

Ensuring growth is financially sustainable and pays for new infrastructure

Reducing the infrastructure funding gap for all city owned assets

Delivering on carbon neutral initiatives

Increasing the use of sustainable development materials

Protecting and enhancing the city's creeks, streams and waterfront

Increasing the tree canopy city wide

Maintaining the current urban/rural boundary



Focus Area 4

Building More Citizen Engagement, Community Health and Culture

To continue to maintain the number of residents who live within a 15-20 minute walk from parks or green spaces

Building more parks associated with development in new growth areas across the city

Focusing on the health and wellbeing of older adults

Focusing on increasing recreational programming for our growing and diverse communities

Being a municipal leader in community engagement, collaboration and volunteerism

Improving satisfaction rates of City Services with all residents with an interest on connecting better with newcomers to Burlington

Improving citizen advocacy and satisfaction with Citizen's Advisory Committees, Standing Committees, and public meetings

Increasing advocacy to other levels of government to ensure Burlington's voice is heard

Improving community engagement with diverse communities

Increasing our commitment to arts and culture to be a welcoming city



Focus Area 5

Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Ensuring that strategic initiatives and corporate projects are resourced and sustained.

Ensuring efficient, effective and economical service delivery

Enhancing City services and delivery of citizen self-service options through technology.

Ensuring financial sustainability with a reasonable tax rate increase that focuses on citizen services

Delivering on efficient and effective project management and accountable corporate performance

Increasing community and customer input into how the city delivers services

Enhancing and emphasizing a customer first approach in all city service areas

Developing employees to fill management vacancies from within

Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area

Increasing employee engagement and workplace culture scores

Diversifying the employee demographics that participate in engagement activities

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